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Strategic Plan

Veterinary Services



**Controlling and eradicating animal
pests and diseases**

**Certifying animals and animal
products**

**Collecting, analyzing, and
disseminating information**

**Monitoring the nation's animal
populations**

**Determining the health status of
animals at the production level**

**Delivering epidemiological
services**

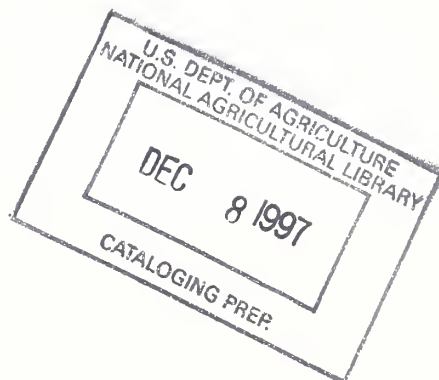
**United States
Department of
Agriculture**



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Issued December 1989

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Message from the Deputy Administrator

I am proud to present the strategic plan for Veterinary Services. Strategic planning is a dynamic process designed to meet the changing needs of our publics. The strategic plan establishes the values under which we operate, challenges us to work together to meet new and emerging needs, and motivates us to respond to the challenges of our mission. I wish to extend my sincere appreciation to all who contributed to the development and refinement of this document.

Our changing mission reflects the evolution of Veterinary Services. We must recognize the changes occurring in agricultural production and public perceptions. Given these changes, VS must strive to retain the confidence of America's producers and consumers. We are justifiably proud of our 100-year history of successfully meeting the challenges of devastating domestic diseases and potentially crippling foreign animal diseases. Now our emphasis must not only include single agent etiologies but also multifactorial disease syndromes, noninfectious disease agents, and impaired productivity. Our evolving role embraces the food safety issue, recognizing that the quality, quantity and wholesomeness of our foods begin on the farm. At the same time, our program and policy strategies will be evaluated as we incorporate risk assessment, hazard analysis, and epidemiologic and economic modelling in our decision making processes. We must expand our global perspective to look for new options that are consistent with social, political, and economic currents. This multidisciplinary approach will be a hallmark of our agency in the next century.

Development and implementation of our strategic and operational plans requires skilled personnel. We must retain and expand educational opportunities for our workforce and also recruit talented, dedicated individuals. The VS work environment must provide for continuous learning, enhanced communication, and team building. Scientific and technical expertise are critical elements for keeping pace with the changing needs of a broad range of constituents often with conflicting ideas. We must push for effectiveness and quality throughout our agency, from administrative and management levels to field implementation of programs. At the same time, new methods of ensuring financial stability for the agency will be crucial.

The VS strategic plan calls for us to think and act in new ways while preserving the spirit, success, and dedication that is our legacy. Through commitment to our mission and accomplishment of the six action plans, Veterinary Services can continue to provide services which meet the needs of producers and the public. Our future depends on our willingness to share a common vision and successfully meet new challenges. Together we can make a difference.

Lonnie J. King
Deputy Administrator

Mission Statement

The mission of Veterinary Services (VS) is to lead the national effort to protect, sustain, and improve the productivity and health of U.S. animal agricultural resources, which will contribute to the economy and public health of the nation.

The major services provided in support of this mission are to:

- Exclude, control, and eradicate animal pests and diseases through prompt detection, assessment, and appropriate response to incursions and epidemics
- Certify animals and animal products for domestic and international markets
- Collect, analyze, and disseminate animal health information
- Monitor the nation's animal populations to characterize current and emerging health issues
- Determine the health status of animals at the production level to ensure a wholesome and safe food supply
- Deliver epidemiological services that define and predict the health and economic consequences of animal disease events and suggest appropriate responses

In support of this mission, VS is committed to:

- Provide cooperative links and program delivery with States, foreign governments, industry, and other organizations for disease and health management
- Deliver quality services that are effective, professional, responsive, and adaptive to changing conditions and new client needs
- Perform work and conduct interpersonal actions with integrity, propriety, and a strong sense of personal values
- Assure equal opportunity and sensitivity in employment and service delivery
- Retain and recruit talented, dedicated employees and provide for personal and professional growth and job enhancement
- Provide and encourage scientific and technical competence in VS personnel, program delivery, and decision making
- Achieve an honest, effective, timely, and open communication system
- Create a work environment that promotes team building, rewards excellence, acknowledges innovation and productivity, and fosters a global and multidisciplinary perspective in addressing the complex animal health issues of today

Critical Strategic Issues

Critical strategic issues are complex situations, events, and trends that are likely to make the difference between achieving average or superior performance in the long run. The VS management team has identified six issues that must be resolved to ensure superior unit performance in the 1990's. These six issues are described on pages 4-7, and are listed below.

- Meeting New Needs
 - Administrative and Management Procedures
 - Funding
 - Technical and Scientific Capabilities
 - Communication
 - Human Resources
-

Meeting New Needs

Issue: A combination of events is occurring which requires VS to respond to new constituents and the changing needs of its established constituents while experiencing the reduction of traditional disease programs.

Discussion: Traditional safeguards against the introduction of foreign animal pathogens are being challenged by a new importer constituency with little experience or knowledge of international marketing of animals, germ plasm, and other products, or the potential disease risks associated with such importations. In addition, the United States Department of Agriculture is experiencing increased pressure to relax longstanding animal import regulations and quarantine laws in an effort to be more responsive to foreign countries. Thus, new, more reliable diagnostic and processing procedures must be developed to assess the disease risks involved. Increased pressure is also being generated by our trading partners to use VS veterinarians for the testing and certification of animals for export. With the emerging harmonization of trading requirements, herd and area disease status will become the basis for trading animals, germ plasm, and products. Designating herds and regions as free of specific diseases will place more reliance on determining health status at the source.

The association between animal diseases and public health is well documented and is being publicly and politically acknowledged. The American consumer is demanding a safe and wholesome food supply free from microbiological and chemical contaminants and low in fats and cholesterol. VS must adequately define these and other emerging animal and human health issues.

Further challenges face VS. Traditional approaches to animal disease control and eradication are being challenged by an informed constituency which emphasizes sound scientific and legal reasoning in decision making. Animal industries are becoming large, sophisticated, and vertically integrated. Demands for reliable information are unprecedented because industry decisions on animal health issues have greater economic importance. The definition of disease has expanded in both etiology and health effects, such as metabolic, chronic, immunodeficient, nutritional, environmental, subclinical, and production diseases. Therefore, the narrow concept of disease as a result of a simple infectious agent is no longer accurate, suggesting that profound changes are needed in prevention, control, and eradication strategies. Colleges of veterinary medicine continue to emphasize clinical disease, thereby limiting future availability of veterinarians to address the needed measures of disease prevention, biosecurity, epidemiology, and food animal health maintenance. Pressure is mounting on Government to apply these measures to the nation's herds and flocks. The use of Government resources, knowledge, and leadership to resolve such problems is drastically needed. In the face of these increasing demands and the reduced Federal agricultural budget, large traditional disease eradication programs, such as Brucellosis, may be precluded in the future.

To be responsive to the animal health needs of the 1990's and beyond, VS must focus attention from traditional program activities to prevention, elimination, or control of economically significant problems supported by a wider constituency. A national animal health surveillance system established to define problems, develop intervention strategies, and implement on-farm certification programs, will enhance agricultural marketing and production efficiency. Changing statutory authorities and redefining the definition of disease can initiate food safety activities.

VS must be granted the authority to initiate applied research for the development of better diagnostic test procedures and to provide for more in-depth disease risk assessment in the international marketplace. Biotechnology will enhance disease control strategies and improve diagnostic tools.

The scientific and technical base of VS must be quickly expanded by providing appropriate training to the current workforce and by actively recruiting from outside the Agency to establish centers of excellence, such as centers for epidemiology and animal health and for import-export. Such centers connote unique and nationally recognized expertise in support of program services. VS must also expand expertise in the emerging food industries, such as "fish farming" or aquaculture.

Administrative and Management Procedures

Issue: VS's administrative and management procedures must respond to changing needs by emphasizing efficiency, results, and quality at all levels.

Discussion: VS must address issues regarding record keeping and paperwork. Unnecessary program reports and obsolete record keeping systems must be eliminated or changed. Many reports are created manually; in some cases, there is evidence that the data are unused or redundant.

A critical review of all program report and record keeping requirements should be implemented. Questions such as the following should be asked: Is the information of value; to whom and for what purpose? Are the data available elsewhere; needed monthly, quarterly, or mandated by law? Can the data be computer generated? What is the cost of providing the information and is the cost justifiable? By answering these questions, a review will indicate the number of required program reports and improve the efficiency of day-to-day operations.

VS must address efficiency, results, and quality at the administrative level. Administrative support personnel have been required at each operational area in order to provide responsive services. This administrative practice is expensive in terms of the number of positions and the effort required to keep a large number of people adequately trained in a multitude of administrative processes.

Administrative systems have developed into multiple levels of control, often creating unacceptable delays and errors, especially in personnel actions, purchases, and information delivery. To improve program delivery, a streamlined administrative support system is needed, one that encourages de-regulation or delegation of authorities to the maximum extent possible.

A new administrative organization must be created to strike a balance between locally-oriented and overly-centralized operations. The number and type of administrative tasks performed and the positions required must be analyzed and the systems and means determined whereby Area and Regional offices have access to necessary administrative support. Improved electronic and communication systems can assist with this process and assure significant savings.

APHIS should review delivery of such support and consider further delegation of administrative support functions and authorities, such as personnel and purchasing, to each unit in the Agency. The ability of VS to respond effectively will be improved and the availability of necessary resources will be assured.

Funding

Issue: VS needs a method of acquiring funds that is flexible, ensures resources are available to support an animal health structure, and permits organizational improvement and redirection of services in line with changing needs.

Discussion: VS is currently funded under the Animal Disease and Pest Control Programs by program line items tied to specific diseases, animal species, or disease prevention and control activities. This mechanism restricts the organization's ability to respond to new issues, such as *Salmonella enteritidis*. The current system requires too much time in tracking expenditures back to funded programs. Furthermore, the system allows external groups to easily micromanage programs.

The major source of VS funding has been the Brucellosis Eradication Program. Funds appropriated for brucellosis eradication support activities that benefit other programs within VS and APHIS. The program helps sustain a workforce that is available to assist other programs and is prepared to support operations during emergencies. VS must be able to support an animal health structure that can effectively carry out other mandated programs and prevent incursions of foreign animal diseases without reliance on other program funding.

The National Animal Health Monitoring System (NAHMS), represents a philosophical change and a more health-oriented approach to disease surveillance. However, this program does not have a single identifiable constituency, thereby limiting VS from seeking appropriations in the name of NAHMS. Also, the Agency has not marketed the program as part of the resource acquisition process. Funds for NAHMS are contained within a parent program budget line item.

Inadequate funding is affecting VS programs. For example, VS has received high marks for its emergency response capability; yet, recent funding levels for this program have remained static. Consequently, the VS emergency response system is becoming obsolete because technological advances and training have been minimal. Additionally, VS must continue to increase its scientific and technical base by recruiting highly qualified individuals and by providing quality technical training and career development opportunities. However, this commitment is being sacrificed because of inadequate funding and planning.

The current VS funding mechanism is too rigid, prohibiting response to new demands and opportunities. The process focuses on programs identifiable to the Agency's current constituency and pays little attention to those areas that are essential to effective animal health programs, such as disease and pest detection and exclusion, epidemiology, and information collection and dissemination. The current

system does not support budget submissions for an animal health organization infrastructure or the emergence of new mission needs.

Historically, VS funding requests have not been well documented. Because they have been prepared in a reactive environment, VS has not adequately identified short- and long-term needs so that good justifications, proposals, and requests could be prepared. In addition, funding requests have not included inflation adjustments or enough funding for procurement of material resources, such as vehicles and computers.

VS funding has also been impacted by program managers not being closely involved in explaining VS needs to the Office of Management and Budget and Congress. Better short- and long-term planning is needed. A budget development process that improves detail cost, benefit, and output justifications must be established.

Program development must consider broad-based user needs and analyze the benefits and costs of current and proposed programs. A summary of the levels of program effectiveness should be provided for both short- and long-term alternative funding levels.

The VS approach must change to ensure that financial resources are acquired for a future animal health organizational structure. The new approach should focus on functional areas and highlight specific diseases. Once funding to support the basic organization is identified, adjustments can be made in line with changing requirements.

A number of tasks performed by VS could be funded through user fees or trust fund arrangements. The Agency should pursue user fee authority for certain elements of the import-export program and request guidance for retaining funds received from trust fund arrangements. To further enhance funding of animal health programs, the Agency should determine the workability of alternative funding methods such as those used in Australia and New Zealand. For example, a fee is levied on every animal sold or consumers pay more for certified products. The resulting collections help to finance animal health programs.

Technical and Scientific Capabilities

Issue: Major changes are occurring in public agencies with animal health responsibilities. In part, VS success depends on increasing its scientific and technical capabilities.

Discussion: To meet current needs and prepare for future animal health challenges, VS must develop career opportunities in non-managerial areas. Typically, individuals with advanced degrees in areas such as epidemiology and microbiology are assigned managerial responsibilities or leave for better pay, resulting in

the loss of needed technical expertise.

VS must compete with the scientific community to recruit those with advanced training to keep pace with the changing needs of animal agriculture. Procedures to recruit and compensate highly-qualified individuals must be established. Technical training and up-to-date equipment must be provided for current employees.

VS must provide training and equipment to meet today's needs and requirements for new program directions. Many changes have occurred in the way animal care is provided. Past emphasis on epidemic infectious diseases of food animals has resulted in these diseases now being primarily under control. Currently, noninfectious diseases are gaining greater significance. To function effectively in this changing agricultural environment, VS employees must have technical expertise in:

- Risk assessment analysis
- Epidemiology
- Economics
- Sociology
- Diseases resulting in human health threats
- Alternative prevention and control strategies

New animal health problems often occur as crises or critical issues, demanding the immediate and responsive applications of field-related research. The Agency and VS must have authority to initiate applied research, especially related to improved diagnostic methods, risk assessment analysis, and clarification of program directions and policy.

Because food safety issues and zoonotic diseases have increasingly become major public concerns, VS must expand program activities and improve its technical and scientific competence commensurate with these concerns. The prevention of microbial and chemical contaminants in food animal products is an example of a new activity consistent with today's demands and appropriate with new organizational capabilities.

Communication

Issue: Two-way communication with internal and external constituencies must be improved in VS to effectively carry out programs and missions.

Discussion: Such societal trends as increased interdependence, a better-educated public, concentration of agricultural products, participatory government, and concern for the environment demand an open and communicative

Agency. Effective communication is essential in building better relationships with employees and key constituencies.

Communication must be the link between planning and action. When communication fails, program setbacks and reversals occur and lower employee morale results in a subsequent loss of productivity. Employees must be viewed as partners in protecting American agriculture, not simply regulatory enforcers. For all VS employees to communicate support of Agency activities and speak in a unified voice, internal communication systems must exist and clearly involve employees in all aspects of Agency programs. Information sharing and an attitude of openness and inclusion is essential in the current agricultural environment.

Communication can be enhanced by receiving and evaluating public opinion and involving affected parties in the regulatory process. The regulatory negotiation process and the Administrator's "Field Officers Forums" are a step in the right direction. The Animal Health Information program is also a good example of how information can be collected, assimilated, and shared.

VS must exercise leadership in expanding the role of gathering, assimilating, and distributing information; receiving and evaluating opinions from the public and its own employees; and, involving affected parties in the regulatory process. Such leadership will ensure that stronger systems of internal and external communication will evolve for the benefit of the Agency and its constituencies.

Human Resources

Issue: The most crucial asset of VS is its human resources. VS must direct attention to the myriad of human resource issues it faces.

Discussion: Much has been written regarding projected changes in the workforce and the future of veterinary medicine. (See *Workforce 2000* and the *Pew National Veterinary Education Program Report*.) The challenges include:

- Maintaining the dynamism of an aging workforce
- Reconciling the needs of women, work, and families
- Fully integrating minorities into the workforce
- Improving the education and skills of all employees
- Keeping pace with advances in science and technology
- Coping with the information explosion
- Effectively dealing with change

- Accelerating productivity

With increasing frequency, VS management faces the question, "What do these challenges mean to me and how do they affect my job?" Surveys increasingly portray a workforce characterized as concerned about the future. Consequently, the way VS copes with human resource issues today will critically affect its ability to provide quality services tomorrow.

VS is at a crossroad as a provider of leadership and direction in the areas of health and productivity of animal resources. It is emerging from an era of regulatory veterinary medicine which focused largely on individual animal disease eradication. Currently, emerging public attitudes about animal welfare and an increasing emphasis on human health and food safety are among the factors causing VS to reevaluate its mission.

To effectively address human resource issues, VS must clearly define its mission and thoroughly discuss it with constituencies and the workforce. VS will then be in a more favorable position to address major management initiatives, including but not limited to:

- Balancing training opportunities and career development with personal, professional, and Agency goals.
- Training current employees to increase scientific and technical abilities
- Recruiting new employees with current scientific knowledge and technical skills
- Integrating multidisciplinary areas, such as agricultural economics, biostatistics, paralegal, information systems, and management analysis, to enhance and support veterinary medicine
- Creating scientific and technical career tracks independent of the management role for promotion
- Improving and expanding management skills
- Developing an atmosphere which anticipates and accepts change in meeting emerging needs and dealing successfully with new issues
- Creating a work environment which fosters the attitude that VS is a good place to work for all employees, including non-veterinarians, women, minorities, and the handicapped

VS can best address its human resource issues by creating an integrated approach which incorporates all strategic issues into a consolidated business policy and management plan.

Strategic Areas and Strategy Statement

Strategic Areas

The identification and description of strategic areas, the determination of the driving force, and the agreement on strategy are all essential components of the VS strategic plan. The VS Management Team has identified seven strategic areas important to the future of the organization. Each is a major factor, influencing the nature and direction of the organization. "Producer/Public Needs" is the single most important strategic area and, as such, has been labeled "The Driving Force." Driving Force is defined as "the primary determiner of the scope of future services and recipients." A definition of each strategic area follows:

Producer/Public Needs--Producers and the public are current and future recipients of VS services and programs. Each benefits from VS actions and both are often subject to its regulations. An organization with this kind of "Producer/Public Needs" driving force must provide services and programs to fill current and emerging needs in addition to addressing the mandates of its "clients."

Service Capability--Service capability includes the commitment and knowledge of employees as well as the processes, systems, and equipment required to develop and deliver VS services and programs. Support procedures, programs, materials, etc., must be included.

Technology--A technology is a product of advanced knowledge which is transferable and subject to frequent update and extension. This includes the skills and knowledge of those within the discipline or profession. It also includes systems, equipment, and support facilities. The advancement of technology is important to the VS strategy and helps determine the services and programs VS will provide in the future.

Services Offered--Services are what VS provides to its clients in order to fulfill their needs. VS promotes and protects the nation's animal resources by providing a number of services. These include animal disease exclusion and eradication, export facilitation, and epidemiological services, among others.

Service Impact--Service impact is the result of VS operations. Impact or results may be measured in a variety of ways, for example, quality or degree of services rendered, analysis of costs and benefits, and extent of public support. Low service impact or unintended effects may result in a decision to significantly change a service, reduce or add resources, or to stop providing that service altogether.

Service Delivery--Service delivery is the vehicle by which a service or program is implemented and under which it is conducted. Some examples include: interstate inspection -- by VS; National Poultry Improvement Plan -- through

cooperators and groups, and; disease eradication programs -- through cooperative agreements. Support from other entities (including cooperative funding) helps determine whether new programs are begun or existing programs retained.

Service Marketing--Service marketing is the primary way VS communicates with others about its services, programs, and associated benefits. This communication is effective when there is a high degree of understanding, "buy-in", and compliance with regulations. Service marketing may be directed to the general public or to specific commercial interests.

Strategy Statement

The strategy of VS is to ensure that its services and programs meet the changing needs of U.S. animal agricultural producers and the American public by guiding the use of future resources toward the areas of greatest National concern. This strategy promotes VS as a responsive, action oriented organization.

Important elements of the strategy are to:

- Create a new sense of urgency to successfully complete existing programs so that resources can be redirected to meet new or changing needs.
- Support a continuous and collaborative process to effectively identify emerging needs.
- Use a formal analytical process to evaluate the emerging needs and manage on-going issues.
- Improve the capacity to implement new services and programs to address new needs.
- Probe and assess alternative methods to achieve program goals.

These five elements identify the actions necessary to bring VS operations and support in line with strategy.

VS will also incorporate a more global, multidisciplinary, and scientific perspective to define and resolve new agricultural health issues and to more effectively deliver its services. This strategy will cause VS to become a more service-oriented, information-intensive, and collaborative organization.

Long-Range Goals

The Six long-range goals in the VS strategic plan originate from two sources--the formulation of the producers/public needs strategy and the critical strategic issues.

Producer/Public Needs Strategy--Two important elements of our strategy are (1) establish a continuous and collaborative process to effectively identify and consider emerging needs and (2) probe and assess alternative methods to achieve existing program goals.

Critical Strategic Issues--Each issue has a goal and action plan directed to its resolution. Their relationship is:

<u>Issue</u>	<u>Goal</u>
Meeting New Needs	3
Administrative and Management Procedures	4
Funding	6
Technical and Scientific Capabilities	3&5
Communication	1&2
Human Resources	2&5

The resolution of these issues is essential to achieving superior performance in the future. All are top priority and all will be followed closely during the duration of their action plans.

Long-Range Goals

1. To implement by January 1990 an action plan to provide for the understanding and continuous involvement of VS employees in strategic planning.

2. By October 1990, establish and implement a national, comprehensive plan that ensures VS's ability to successfully identify and respond to either an exotic disease incursion or an emerging domestic disease problem.

3. By October 1991, develop and establish an epidemiological delivery system that better supports current VS programs and enables VS to address a wide variety of animal health issues and/or concerns.

4. By September 1991, develop VS's administrative and program management procedures to improve efficiency, results, and quality at all levels.

5. Have in place by January 1994, a comprehensive structure including appropriate technical staff, policies, regulations, and an informed workforce for the establishment of a nationally recognized center for the importation and exportation of animals, genetic materials, and animal products.

6. By October 1991, develop alternative funding methods to help finance VS programs and ensure that resources are available to support expanding VS responsibilities.

Multiyear Action Plan 1

Goal Statement: To implement by January 1990, an action plan to provide for the understanding and continuous involvement of VS employees in strategic planning.

Action Steps	Feedback/Products	Units*	Target Dates	Additional Resource Needs
1. Establish informal communication groups to review the draft Long-Range Goals	Finalized Long-Range Goals with appropriate action steps	VSMT	Sep. 1989	No
2. Send draft Long-Range Goals and Action Plans to all VS employees for comments	Response to mailings and adjustments to goals and actions	VSMT	Oct. 1989	No
3. Plan and conduct an AVIC meeting at USAHA in 1989 to explain and receive comments on the VS Strategic Plan	AVIC involvement and input to VSMT	VSMT	Oct. 1989	No
4. Plan and conduct a VS staff and AHJ meeting to explain and receive comments on the VS Strategic Plan	Staff and AHJ involvement and input to VSMT	OSS, AHJ	Oct. 1989	No
5. Plan and conduct field meetings to explain and receive comments on the VS Strategic Plan	Field involvement and input to VSMT	RD's	Dec. 1989	Yes
6. Plan and conduct Area Office meetings to explain and receive comments on the VS Strategic Plan	Area Office involvement and input to VSMT	AVIC's	Jan. 1990	No

***For all Action Plans, the first Unit listed for each of the Action Steps will be the Lead Unit for that Action Step.**

7. Establish and schedule VS management training seminars to ensure that VS managers are updated on contemporary issues and changes in agriculture, technology, and society and that they understand the relationship of these issues to the VS strategy	Better informed VS managers who understand and appreciate strategic planning	VSMT, R&D	Jan. 1990	Yes
8. Establish and schedule a series of VS training seminars geared toward experienced personnel that reviews and examines the contemporary issues and changes in agriculture, technology, and society and the relationship of these issues to the VS strategy	Better informed VS personnel who understand and appreciate strategic planning	VSMT, AVIC's, R&D	Jan. 1990	Yes

Multiyear Action Plan 2

Goal Statement: By October 1990, establish and implement a national, comprehensive plan that ensures VS's ability to successfully identify and respond to either an exotic disease incursion or an emerging domestic disease problem.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Clarify and define the integration of roles and responsibilities among APHIS divisions during and between emergency situations	Agency plan	VS, S&T, R&D, BBEP, REAC, IS, PPD, M&B	Jan. 1990	No
2. Define and adopt a permanent VS field infrastructure to detect and respond to emergencies which will also evoke constituency support	VS plan; industry sensitization and support	VSMT, EPS	Jan. 1990	No
3. Develop an expanded cadre of FAD specialists and support personnel for training and/or emergency response for the field headquarters and READEO teams	VS plan and listing	EPS, RD's, AVIC's, R&D, M&B	Mar. 1990	No
4. Formulate an action plan to better coordinate the VS epidemiologic delivery system with emergency preparedness	VS plan	EPS, AVIC's, RD's, AHI	Mar. 1990	No

5. Create an APHIS/industry/public emergency preparedness team responsible for identifying global animal health concerns and threats, assessing risks, and recommending risk management strategies	Established team with appropriate charter	EPS, IEAS, IEPS, DA, PPD, S&T, IS, and major industry representatives	Apr. 1990	No
6. Establish a process/system which better integrates emergency preparedness and response with private practitioners and diagnostic labs	(a) VS proposal (b) AVMA/AAVLD consultations (c) Recommendations on coordinating this action step with the Veterinary Accreditation Program	EPS, RD's, AVIC's, Accreditation Task Group, S&T	May 1990	No
7. Set out strategies to ensure that VS has the personnel and technological capacity to support emergency efforts	(a) Needs assessment (b) Recommendations to AMT (c) Acquisitions (d) Personnel actions	EPS, AHI, PPD, ISAP Group, PPQ	Oct. 1990	Yes
8. Finalize plans for incorporating animal disease detection, surveillance, and information systems into a single functional unit	(a) Option paper (b) Recommendations to AMT (c) Implementation plan	VSMT, EPS, AHI, PPD	Oct. 1990	Yes
9. Establish a coordinated training/educational plan to improve and expand FAD training	Agency plan with implementation goals and needed resources	R&D, VS, S&T, PPD, ARS	Oct. 1990	Yes

Multiyear Action Plan 3

Goal Statement: By October 1991, develop and establish an epidemiological delivery system that better supports current VS programs and enables VS to address a wide variety of animal health issues and/or concerns.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Define and incorporate an epidemiological delivery system into the VS infrastructure	VS Study and Action Plan	VSMT, AVIC's, AHI, OSS, S&T, APHIS Task Group	Sep. 1990	Yes
(a) Regional, State, and/or local considerations	Plan			
(b) Headquarters/staff considerations	Plan			
(c) Coordinate with AHI and disease detection	Plan			
(d) Coordinate with NVSL and Plum Island Foreign Animal Disease Lab	Plan			
(e) Define and plan for new epidemiological specialties	Plan			
(f) Establish epidemiologist/animal health information positions at the State level (GS-12/13)	Plan			
(g) Coordinate with needs for Regional Epidemiologists	Plan			
2. Establish career tracks for veterinary epidemiologists	Approved plan by VS, AMT	VS, R&D, S&T, M&B	Mar. 1990	No

3. Establish a graduate and/or post doctoral training scheme (CDC, universities, etc.)	Needs assessment; action plan and approval	R&D, VS	Jun. 1990	No
4. Create an APHIS epidemiological expert or strike-force team to investigate special animal health problems	Needs assessment; identify team and get approval	VS, R&D, S&T	Oct. 1990	Yes
5. Develop an IRM plan that ensures epidemiologists will have essential technical and informational tools	Needs assessment; approved procurement plan	VS, ISAP, AHI, ISCD	Oct. 1990	Yes
6. Establish a nationally recognized epidemiology/animal health training center for public veterinary practitioners	Formation of VS, R&D, AAVMC, interagency working group; plan for AMT approval	VS, R&D, working groups of Federal and State agencies	Oct. 1991	Yes
7. Evaluate, plan, and conduct multilevel epidemiological training courses throughout VS				
(a) Assign veterinary epidemiology training coordinator to AHI	Improved epidemiology training delivery	R&D, AHI	Oct. 1989	Yes
(b) Conduct Symposium on Epidemiology, Zoonoses, and Economics	Published report of the symposium	R&D, VS, S&T, REAC, IS	Oct. of each year	Yes
(c) Conduct pilot course on field investigations and epidemiology for 20-25 VMO's (Basic Veterinary Epidemiology I training course is a prerequisite)	New course evaluation and course completion	R&D, RD's, AVIC's, OSS	Sep. 1990	Yes
(d) Conduct two 1-week basic epidemiology courses for 25 AHT's and VMO's who have <u>not</u> had the Basic Veterinary Epidemiology I training course	Course completion	R&D, OSS, RD's, AVIC's	(1) Jun. 1990 (2) Oct. 1991	Yes

(e) Conduct two 2-week Basic Veterinary Epidemiology I training courses (1) PVPCP class (2) 20 Field VMO's	Course completion	R&D, OSS, RD's, AVIC's	(1) Feb. 1990 (2) Jun. 1990	Yes
(f) Conduct one 1-week Basic Veterinary Epidemiology II training course for 20 VMO's (Basic Veterinary Epidemiology I training course is a prerequisite)	Course completion	R&D, OSS, RD's, AVIC's	Mar. 1990	Yes
(g) Conduct one 2-week pilot swine epidemiology, production, and economics training course for 20 VMO's	New course evaluation and course completion	R&D, OSS, RD's, AVIC's	Sep. 1990	Yes
(h) Conduct pilot poultry epidemiology, production, and economics training course for 20 VMO's	New course evaluation and course completion	R&D, OSS, RD's, AVIC's	Sep. 1991	Yes
(i) Conduct CDC epidemiology review and epidemiology field investigations for PVPCP trainees	Course completion and published papers	R&D, VS-SER	Aug. 1990	Yes
(j) Conduct two brucellosis epidemiology training courses	Course completion	OSS, R&D, S&T, RD's, AVIC's	Mar. 1990 Sep. 1990	Yes
(k) Conduct two tuberculosis epidemiology training courses	Course completion	OSS, R&D, S&T, RD's, AVIC's	Mar. 1990 Sep. 1990	Yes
(l) Conduct regional brucellosis epidemiology seminars for VMO's (1) Northern (2) Southeastern (3) Central (4) Western	Seminar completion	RD's, OSS, R&D	Number and dates to be determined by RD's	Yes

(m) Conduct regional brucellosis epidemiology training for AHT's (1) Northern (2) Southeastern (3) Central (4) Western	Seminar completion	RD's, OSS, R&D	Number and dates to be determined by RD's	Yes
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Multiyear Action Plan 4

Goal Statement: By September 1991, develop VS's administrative and program management procedures to improve efficiency, results, and quality at all levels.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Program Reports				
(a) Identify program reports presently required to be submitted	List of program reports	OSS	Jan. 1990	No
(b) Perform review of all program reports; recommendations to eliminate, revise, or retain the report in its current format are to be developed; frequency of submission and identification of those reports to be computerized are to be included	Recommendations	OSS, RMS, AHI, RD's, AVIC's	Jul. 1990	No
(c) VSMT approval of recommendations concerning program reports	VSMT decision	VSMT	Aug. 1990	No
(d) Begin implementation of recommendations as approved by VSMT	Status reports	OSS, RD's	Oct. 1990	No
(e) Complete implementation of recommendations as approved by VSMT	Status reports	OSS, RD's	Sep. 1991	No

(f) Develop and implement computerized system for data submission directly from the field for all program reports	Status report	AHI, VSMT, AVIC's	Sep. 1991	Yes
2. Administrative Reports				
(a) Identify administrative reports presently required to be submitted	List of administrative reports	RMS	Jan. 1990	No
(b) Perform review of administrative reports required; recommendations to eliminate, revise, or retain the report in its current format are to be developed; frequency of submission and identification of those reports to be computerized are to be included	Recommendations	VSMT, AVIC's	Jul. 1990	No
(c) VSMT approval of recommendations concerning administrative reports	VSMT decision	VSMT	Aug. 1990	No
(d) Begin implementation of recommendations as approved by VSMT concerning administrative reports	Status reports	RMS, RD's	Oct. 1990	No
(e) Complete implementation of recommendations as approved by VSMT concerning administrative reports	Status reports	RMS, RD's	Sep. 1991	No
(f) Develop and implement computerized system for data submission directly from the field for all administrative reports	Status report	AHI, VSMT, AVIC's	Sep. 1991	Yes

3. Personnel				
(a) Review current delegations of hiring authority, staffing approvals, and processing of personnel actions as well as locations of personnel files; make recommendations to improve the timeliness and appropriateness of the actions to be implemented	Recommendations	RMS, OSS, AHI, RD's	Feb. 1990	No
(b) VSMT approval of recommendations concerning personnel delegations	VSMT decision	VSMT	Mar. 1990	No
(c) Recommend implementation of personnel delegations of authority as approved by VSMT to AMT	Status reports and presentation to M&B and then to the AMT	VSMT, AMT	Jul. 1990	No
(d) Develop and implement computerized system for processing personnel actions	Status report	AHI, VSMT, AVIC's	Sep. 1991	Yes
4. Procurement Authority				
(a) Review current delegation of procurement authority and make recommendations to improve the timeliness and appropriateness of the actions to be implemented	Recommendations	VSMT, AVIC's	Feb. 1990	No
(b) VSMT approval of recommendations concerning procurement authority	VSMT decision	VSMT	Mar. 1990	No
(c) Recommend implementation of procurement authority as approved by VSMT to AMT	Status reports and presentation to M&B and then to the AMT	VSMT, AMT	Jul. 1990	No

(d) Develop and implement computerized system for processing procurement actions	Status reports	AHI, VSMT, AVIC's	Sep. 1991	Yes
5. Other Administrative Authorities				
(a) Review administrative authorities, policies, and procedures; make recommendations to improve the timeliness and appropriateness of the actions to be implemented	Recommendations	RMS, RD's, AVIC's	Feb. 1990	No
(b) VSMT approval of recommendations concerning other administrative authorities	VSMT decision	VSMT	Mar. 1990	No
(c) Recommend implementation as approved by VSMT to AMT	Status reports and presentation to M&B and then to the AMT	VSMT, AMT	Jul. 1990	No
(d) Develop and implement computerized IRM system to store, retrieve, and transmit pertinent data relevant to administrative activities	Status reports	AHI, VSMT, AVIC's	Sep. 1991	Yes
6. Training				
(a) Identify specific administrative training needs for administrative and program personnel	Survey/Report	RMS, RD's, AVIC's	Mar. 1990	No
(b) Develop a plan to address the administrative training needs	Plan	R&D, RMS, RD's, AVIC's	Jul. 1990	No
(c) VSMT approval of the administrative training plan developed	VSMT decision	VSMT	Sep. 1990	No
(d) Implementation of the approved administrative training plan	Status report	RMS, R&D	Nov. 1990	Yes

Veterinary Services Multiyear Action Plan 5

Goal Statement: Have in place by January 1994, a comprehensive structure including appropriate technical staff, policies, regulations, and an informed workforce for the establishment of a nationally recognized center for the importation and exportation of animals, genetic materials, and animal products.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Technical Staff				
(a) Perform review of current structure, staffing functions, and workload of IEAS to determine needs for additional positions, specialized disciplines, restructuring, training, and equipment	Review/Report	IEAS, M&B	Oct. 1989	No
(b) Seek authority to hire, as justified, those disciplines not currently assigned to IEAS	Proposal to VSMT	IEAS, OSS, M&B	Dec. 1989	No
(c) Begin implementation of review of IEAS	Proposal to AMT	IEAS, OSS, M&B, R&D	Jan. 1990	Yes
(d) Perform review of current structure, staffing functions, and workload of IEPS to determine needs for additional positions, specialized disciplines, restructuring, training, and equipment	Review/Report	IEPS, M&B	Mar. 1990	No
(e) Seek authority to hire, as needed, those disciplines not currently assigned to IEPS	Proposal to VSMT	IEPS, OSS, M&B	May 1990	No
(f) Begin implementation of review of IEPS	Proposal to AMT	IEPS, OSS, M&B, R&D	Jun. 1990	Yes

<p>(g) Establish procedures to perform appropriate risk assessments, as needed, to support variances in current health and testing requirements for imported animals, products, and germ plasm; establish requirements relevant to species of animals and emerging health issues currently unregulated</p>	Review/Report	IEAS, IEPs, OSS, PPD	Dec. 1990	Yes
2. Policies				
(a) Identify all APHIS policies pertaining to import/export of animals, products, and genetic materials represented by regulations, guidelines, directives, and other formal publications	Report	IEAS, IEPs, LPA	Jan. 1990	No
(b) Initiate revision of APHIS policies, as needed, to reflect full compliance with pertinent import/export legislation and regulations	Report	IEAS, IEPs	Feb. 1990	Yes
(1) Analyze and assess impact of private quarantine facilities on current and future capability of VS to adequately service and monitor the importation of animals	Report	IEAS, PPD, M&B	Apr. 1990	Yes
(c) Initiate development of new policies to meet demands of new technology, industry, and world agricultural markets	Report	IEAS, IEPs, PPD	Jul. 1990	Yes

(1) Analyze and assess current animal export procedures and the future role of VS in the facilitation of animal exports and the enhancement of U.S. export markets	Report	IEAS, IEPS, PPD	Sep. 1990	Yes
(2) Analyze and assess VS position relative to regionalization based on disease occurrence	Report	IEAS, IEPS, PPD	Dec. 1990	Yes
(3) Analyze and assess impact of European Economic Community regulations to take effect in 1992 on the U.S. and world agricultural markets	Report	IEAS, IEPS, PPD	Mar. 1991	Yes
(4) Analyze and assess impact of importation and exportation of embryos and semen on the future importation and exportation of animals	Report	IEAS, IEPS, PPD	Jun. 1991	Yes
3. Regulations				
(a) Identify all legislation pertaining to import/export requiring specific APHIS implementation via regulation	Report	IEAS, IEPS, LPA	Jan. 1990	No
(b) Identify all current APHIS regulations pertaining to import/export	Report	IEAS, IEPS, LPA	Jan. 1990	No
(c) Initiate revision, reorganization, and update of existing regulations, as needed	Work Order for Regulations	IEAS, IEPS, LPA, PPD	Jan. 1990	Yes
(1) Part 92	Final Rule	IEAS, LPA	Sep. 1990	Yes
(2) Part 91	Final Rule	IEAS, LPA	Mar. 1991	Yes
(3) Part 98	Final Rule	IEAS, LPA	Sep. 1991	Yes

(4) Part 93	Final Rule	IEAS, LPA	Mar. 1992	Yes
(5) Part 94	Final Rule	IEPS, LPA	Sep. 1992	Yes
(6) Part 95	Final Rule	IEPS, LPA	Mar. 1993	Yes
(7) Part 96	Final Rule	IEPS, LPA	Sep. 1993	Yes
(d) Initiate work order for new regulations as need is identified	Work order for Regulations	IEAS, IEPS, LPA	Dec. 1993	No
4. Informed Work Force				
(a) Identify specific needs and concerns; provide for training and consultation as required	Report	IEAS, IEPS, R&D, RD's	Mar. 1990	No
(b) Develop training programs for import/export personnel to provide for basic understanding or risk management and analysis	Presentation	IEAS, IEPS, R&D	Jul. 1990	Yes
(c) Develop and upgrade IRM systems to store, retrieve, and transmit pertinent data relevant to import/export activities to and from staff and all field stations	Proposal to VSMT	IEAS, IEPS, AHI, ISCD	Dec. 1993	Yes

Multiyear Action Plan 6

Goal Statement: By October 1991, develop alternative funding methods to help finance VS programs and ensure that resources are available to support expanding VS responsibilities.

Action Steps	Feedback/Products	Units	Target Dates	Additional Resource Needs
1. Develop a budget proposal that delineates funding needs to support a basic animal health organization infrastructure and new mission needs	Proposal for AMT's response; field support	RMS, DA, AHL, OSS	Apr. 1990	No
2. Establish a work group to identify program components of the Import-Export Program that should be funded through user fees; determine the impact such legislation would have on free trade agreements with other countries	Report for response and action by VSMT	RMS, OSS, M&B	Dec. 1989	No
3. Share findings with the AMT and LPA to ensure proper coverage of the Import-Export Program in future user fee legislative proposals prepared by the Agency	AMT response; legislative proposal for user fees that includes the Import-Export Program	DA, OSS	Mar. 1990	No
4. Conduct a formal assessment of the Agency's authority to enter into cooperative trust fund agreements domestically and with foreign governments or individuals; seek additional authorities, as needed	Assessment report and proposal to AMT	RMS, M&B	Apr. 1990	No

5. Work with States and livestock industries to identify current and emerging programs that could be supported financially through alternative funding methods	Report for response from VS management; industry and State response	RMS, OSS, M&B, PPD	Jun. 1990	No
6. Develop and present to the AMT a comprehensive program proposal that details the need for alternative funding methods; identifies goals, benefits, industry or producer groups that would be impacted; and the method for administering the system	Proposal for AMT's response and direction	RMS, OSS, M&B, PPD	Oct. 1990	No
7. Meet with representatives from industry or producer groups that would be impacted by the proposed alternative funding methods to obtain input and feedback to refine proposal	Issues identified by outside groups and individuals	DA, RMS, OSS, PPD	Mar. 1991	No
8. Develop a proposal requesting authority to charge importers and exporters for all costs (including veterinary inspection and laboratory services) associated with importing animals and birds through Animal Import Centers	Proposal for response and action by management	RMS, OSS, M&B	Apr. 1991	No
9. Develop a plan for getting VS directly involved in the APHIS budget processes to explain VS program requirements to OMB and to members of Congress	Report; increased interaction between program officials, OMB, and the Congress	RMS, DA	Oct. 1991	No

Acronyms for VS Multiyear Action Plans

AAVLD	American Association of Veterinary Laboratory Diagnosticians	LPA	Legislative and Public Affairs
AAVMC	Association of American Veterinary Medical Colleges	M&B	Management and Budget
AHI	Animal Health Information	NVSL	National Veterinary Services Laboratories
AHT	Animal Health Technician	OMB	Office of Management and Budget
AMT	APHIS Management Team	OSS	Operational Support Staff
APHIS	Animal and Plant Health Inspection Service	PPD	Policy and Program Development
ARS	Agricultural Research Service	PPQ	Plant Protection and Quarantine
AVIC	Area Veterinarian in Charge	PVPCP	Public Veterinary Practice Career Program
AVMA	American Veterinary Medical Association	R&D	Recruitment and Development
BBEP	Biotechnology, Biologics, and Environmental Protection	RD	Regional Director
CDC	Centers for Disease Control	REAC	Regulatory Enforcement and Animal Care
DA	Deputy Administrator	READEO	Regional Emergency Animal Disease Eradication Organization
EPS	Emergency Program Staff	RMS	Resource Management Support Staff
FAD	Foreign Animal Disease	S&T	Science and Technology
IEAS	Import-Export Animals Staff	USAHA	United States Animal Health Association
IEPS	Import-Export Products Staff	VMO	Veterinary Medical Officer
IRM	Information Resources Management	VS	Veterinary Services
IS	International Services	VSMT	Veterinary Services Management Team
ISAP	Integrated Systems Acquisition Project	VS-SER	VS - Southeastern Region
ISCD	Information Systems and Communications Division		

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